<table>
<thead>
<tr>
<th>SECTION</th>
<th>PAGE NUMBERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Introduction</td>
<td>Pages 2 – 3</td>
</tr>
<tr>
<td>A. Department Profile</td>
<td>Page 2</td>
</tr>
<tr>
<td>B. Municipality Demographics</td>
<td>Page 2</td>
</tr>
<tr>
<td>C. Agency Demographics</td>
<td>Page 3</td>
</tr>
<tr>
<td>II. Reform &amp; Reinvention Collaboration Process</td>
<td>Pages 3 – 4</td>
</tr>
<tr>
<td>A. Collaborative Approach</td>
<td>Page 3</td>
</tr>
<tr>
<td>B. Opt-in Partners</td>
<td>Page 3</td>
</tr>
<tr>
<td>C. Team Leadership</td>
<td>Page 3</td>
</tr>
<tr>
<td>D. Process Implementation Approach &amp; Timeline</td>
<td>Page 4</td>
</tr>
<tr>
<td>III. Public Participation &amp; Feedback Channels</td>
<td>Page 5</td>
</tr>
<tr>
<td>A. Community Stakeholder Groups</td>
<td>Page 5</td>
</tr>
<tr>
<td>B. Listening Sessions</td>
<td>Page 5</td>
</tr>
<tr>
<td>C. Surveys</td>
<td>Page 5</td>
</tr>
<tr>
<td>IV. Village of Alfred Office Reform Plan</td>
<td>Pages 6-18</td>
</tr>
<tr>
<td>A. New York State Mandates</td>
<td>Pages 6-9</td>
</tr>
<tr>
<td>B. Village Reforms</td>
<td>Pages 9-19</td>
</tr>
<tr>
<td>V. Appendix List</td>
<td>Page 19</td>
</tr>
</tbody>
</table>
Executive Order No. 203
New York State Police Reform and Reinvention Collaborative Plan

I. INTRODUCTION:

On June 12, 2020, Governor A. Cuomo issued an executive order directing municipalities that employ police officers to actively engage stakeholders in the local community and develop locally approved plans for the strategies, policies and procedures of local police agencies. In accordance with this order, Village of Alfred entered a collaborative effort to move through a Village-wide process to enact police reform plans.

A. Department Profile:

| Municipality: Village of Alfred |
| Law Enforcement Agency: Alfred Police Department |
| Executive Officer: Mayor Becky Prophet |
| Village Chief of Police: Paul Griffith |

B. Municipality Demographics:

The Village of Alfred, within the Town of Alfred is a small micro-urban village consisting of approximately 1.2 square miles with a population of approximately 4,000 people. The Village has a full-time police department who also contracts emergency response to the Town incidents. Alfred State College also has a full-time police department and Alfred University employs security guards. The State Police is the local police agency for the remaining areas of the Town. The 2019 Census data indicates that Alfred is 75.6% White, 8.0% Black, 7.9% Hispanic, 5.8% Asian, 1.3% Mixed Race and .4% Native American. [http://www.city-data.com/city/Alfred-New-York.html](http://www.city-data.com/city/Alfred-New-York.html).

IPEDS data for Fall 2019 classified student demographics at Alfred State College as 72.6% White, 13.3% Black, 9.1% Hispanic, 1.2% Asian, 2.9% Mixed Race, .3% Native American, .3% Unknown, and .3% Non-resident Alien.

Similarly, Alfred University had a demographic breakdown that was 57.1% White, 12.7% Black, 8.9% Hispanic, 1.7% Asian, 2.6% Mixed Race, .1% Native American, 9.5% Unknown, and 7.4% Non-resident Alien.
C. Agency Demographics:

The Alfred Police Department employees, all of whom are with the patrol division, which consists of three full time officers, a sergeant/investigator, a chief, and ten part time officers. All employees are White males.

II. REFORM & REINVENTION COLLABORATION PROCESS

A. Collaborative Opt-in Approach:

Including the Village of Alfred, Alfred University, Alfred State College and the A.E. Crandall Hook & Ladder Co. / Alfred Ambulance Corps provided resources to assist with program management and change management expertise.

B. Opt-in Agency Partners:

- Alfred Police Department
- Village of Alfred
- Town of Alfred
- Alfred State College University Police
- Alfred State College
- Alfred University Campus Safety
- A.E. Crandall Hook & Ladder Co. / Alfred Ambulance Corps
- Town of Alfred

C. Team Leadership:

- Caitlin Brown, Village Trustee
- Wendy Dailey, Alfred Town Board
- Desmond Davis, Assistant Director of Diversity, Equity, and Inclusion Center for Intercultural Unity, Alfred State College
- Nancy Furlong, A.E. Crandall Hook & Ladder Company / Alfred Ambulance Corps
- b, Chief of Police, Alfred Police Department
- Dr. Tamara Kenney, Dean of Student Wellbeing, Alfred University
- Nicole Herman, Chief Diversity Officer & Title IX Coordinator Affirmative Action Officer Center for Intercultural Unity, Alfred State College
- Peter McClain, Village Deputy Mayor
- Jessica Middaugh, Chief of Public Safety, Alfred University
- Scott Richardson, Interim Chief of Police University Police, Alfred State College
- Dr. Brian Saltsman, Interim Chief Diversity Officer, Director of Student Diversity and Inclusion, Co-Director Africana Studies Minor, Alfred University
- Gregory Sammons, Vice President for Student Affairs, Alfred State College
D. Process Implementation Approach & Timeline

**Timeline / Implementation Approach**

<table>
<thead>
<tr>
<th>Define</th>
<th>Measure</th>
<th>Analyze</th>
<th>Improve</th>
<th>Control</th>
</tr>
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<tbody>
<tr>
<td>August 20</td>
<td>October - January</td>
<td>January - February</td>
<td>February</td>
<td>March</td>
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</table>

- **Define**
  - Prepare core working group and key stakeholder groups

- **Measure**
  - Identify and assess current effectiveness of police practices & policies
  - Conduct initial public forums to gather recommendations

- **Analyze**
  - Review community feedback (stakeholder groups & general public)
  - Sort and prioritize input

- **Improve**
  - Select recommendations to move forward.
  - Draft detailed police reform plan

- **Control**
  - Share detailed plan with stakeholder groups for final feedback.
  - Revise where appropriate. Attain legislation approvals / ratifications
  - Submit Plans to Governor's Office, update local files & databases, and close out this phase of project
III. PUBLIC PARTICIPATION & FEEDBACK CHANNELS

A. Community Team Members:

- Village Law Officials
- Alfred Village and Town Elected & Appointed Officials
- Representatives from Village, Educational Institutions, Emergency Services and Businesses
- Citizens who represent marginalized, underrepresented and minoritized populations

B. Listening Sessions:

- June 9, 2020 Community Meeting over 100 attendees via Zoom and Facebook Live
- July 14, 2020 Community Meeting and Board Meeting over 100 attendees via Zoom and Facebook Live
- October 1, 2020 Conducted Listening Session via Zoom and advertised via the local news channels, newspapers, websites, and social media with an estimated 40+ participants. Public Listening Session was open to all Alfred citizens
- January 12, 2021 meeting for Village businesses owners and landlords
- Private listening sessions/ focus groups are planned for the second quarter 2021:
  - Community Stakeholder Participant groups, AU and ASC students, faith-based organizations, business owners

C. Survey: (anonymous participation for all)

- General Public Survey:
  - 37 survey questions including demographic data questions sent out via email, newspaper, social media, campus communications systems, printed postcards and flyers distributed to businesses and directly to constituents, open from November 15 - December 20, 2020 *see Appendix 1-1
  - 504 submissions
  - Printed copies available at the Village Hall
  - January 12 Meeting held with business owners to review preliminary results
  - Data Analysis and preparation of executive summary *see Appendix 1-2
    - Results posted for public viewing
    - Frequency tables for demographics and questions about policing included in executive summary
    - Village Website
IV. ALFRED VILLAGE POLICE DEPARTMENT OFFICE REFORM PLAN

The reform plan, in accordance with public feedback and the executive order requirements, consists of six primary themes: NYS Mandated Changes, Equality and Social Justice, Transparency and Accountability, Community Relations, Operational Policy & Procedures and Training.

A. NEW YORK STATE MANDATES:

The reform items found in this section are derived directly from the Executive Order No. 203

<table>
<thead>
<tr>
<th>NY State Mandated Changes</th>
<th>Reform Item</th>
<th>Description</th>
<th>APD/ Village Action</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>NYS Mandate - 1</td>
<td>NYSM – 1.</td>
<td>Civil Penalties for Filing False Reports on Member of a Protected Class</td>
<td>Village will follow State guidelines</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>NYS Mandate - 2</td>
<td>NYSM – 2. Require Police Officers to Report the Discharge of Weapons</td>
<td>Amended Use of Force policy Sent to DCJS January 2021 for approval Appendix 2-1</td>
<td>Pending approval DCJS</td>
</tr>
<tr>
<td>NY State Mandated Changes</td>
<td>Reform Item</td>
<td>Description</td>
<td>APD/ Village Action</td>
<td>Status</td>
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<tr>
<td>NYS Mandate - 3</td>
<td>NYSM – 3.</td>
<td>Requires the Reporting of Police Acts or Omissions Resulting in a Person’s Death to the Office of Special Investigation</td>
<td>Establishes an Office of Special Investigation within the Office of Attorney General which will have investigative authority and criminal jurisdiction for any incident involving the death of a person caused by an act or omission by a police officer or a peace officer employed as a correction officer or contracted by an education, public health, social service, parks or housing agency. Where an investigation concludes that the death or matters relating to the death or investigation of the death involved criminal conduct, the Office will be empowered to prosecute any such alleged offenses. (Effective April 2021)</td>
<td>Will conduct in-service training and establish communication method with the Attorney General’s office.</td>
</tr>
<tr>
<td>NYS Mandate - 4</td>
<td>NYSM – 4.</td>
<td>Ban Choke Holds</td>
<td>The Eric Garner Anti Choke Hold Act creates the crime of aggravated strangulation (making it a Class C felony) and establishes criminal penalties for a police officer or peace officer who uses a chokehold that causes serious physical injury or death.</td>
<td>Conducted in-service training January 2021</td>
</tr>
<tr>
<td>NYS Mandate - 5</td>
<td>NYSM – 5.</td>
<td>Require Medical Response for Arrestees</td>
<td>Affirms an individual’s right to medical and mental health attention while under arrest or otherwise in custody of a police officer or peace officer. Failure to provide reasonable and good faith medical assistance could result in a cause of action against the officer, representative and/or entity.</td>
<td>Conducted in-service training January 2021</td>
</tr>
<tr>
<td>NY State Mandated Changes</td>
<td>Reform Item</td>
<td>Description</td>
<td>APD/ Village Action</td>
<td>Status</td>
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<tr>
<td>NYS Mandate - 6</td>
<td>NYSM – 6.</td>
<td>Requires courts to compile and publish data concerning arrests and court proceedings involving low-level offenses such as violations and traffic offenses. Such report will include aggregate and anonymized demographic information such as race, ethnicity and sex. This bill requires police departments to submit annual reports on arrest-related deaths to the Department of Criminal Justice Services (DCJS), as well as the Governor and the State Legislature.</td>
<td>Provide data to Office of Court Administration and Division of Criminal Justice Services</td>
<td>Complete</td>
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<td></td>
<td>Require Policing Statistics to be Reported to the Division of Criminal Justice Services</td>
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<td>NYS Mandate - 7</td>
<td>NYSM – 7.</td>
<td>Provides that a person not under arrest or in the custody of a law enforcement official has the right to record police activity and to maintain custody and control of that recording and of any property or instruments used by that person to record such activities. A person in custody or under arrest does not, by that status alone, forfeit such right to record.</td>
<td>No actions needed, already in compliance</td>
<td>Complete</td>
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<tr>
<td></td>
<td>Recording of Law Enforcement Activity</td>
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<tr>
<td>NY State Mandated Changes</td>
<td>Reform Item</td>
<td>Description</td>
<td>APD/ Village Action</td>
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<tr>
<td>NYS Mandate - 8</td>
<td>NYSM – 8.</td>
<td>Provide the Public Access to Personnel Records of Police Officers Repeal of Civil Rights Law 50-a, which had made all personnel records used to evaluate the performance toward continued employment or promotion of police officers, firefighters, paramedics, correction officers or peace officers confidential and not subject to inspection or review without the individual’s express written consent or a court order. This legislation also amends the New York State Freedom of Information Law (FOIL), subjecting any record created in furtherance of a law enforcement disciplinary proceeding to disclosure under FOIL. The new FOIL provisions require specific sensitive personal information, including medical history, to be redacted from such records prior to being disclosed. (Effective June 13, 2020)</td>
<td>In compliance effective June 13, 2020</td>
<td>Complete</td>
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</table>
## B. ALFRED VILLAGE POLICE REFORMS

Items found in this section were identified based on the feedback collected from the listening sessions and surveys.

<table>
<thead>
<tr>
<th>Category</th>
<th>Reform Item</th>
<th>Description</th>
<th>Reform Action</th>
<th>Suggested Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equality &amp; Social Justice</td>
<td>ESJ-1. Diversify &amp; Increase Candidate Recruitment Pools</td>
<td>Take proactive steps to increase diversity of the candidate pools so newly hired officers better reflect community demographics. Encourage potential candidates to take advantage of preparatory law enforcement training (non-weapon portions of the police academy curriculum).</td>
<td>Conduct outreach with marginalized, underrepresented, and minoritized groups to increase knowledge of policing practices and local academy Utilize Web and Social Media Advertisement to attract diverse candidates and raise awareness of: Available positions Civil service requirements and exam schedule Availability of pre-employment police academies</td>
<td>Q3 - 2021</td>
</tr>
<tr>
<td>Category</td>
<td>Reform Item</td>
<td>Description</td>
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<tr>
<td>Equality &amp; Social Justice</td>
<td>ESJ-2.</td>
<td><strong>Expand Diversity and Bias Awareness Training</strong></td>
<td>Require Implicit Bias Awareness Training for all police officers</td>
<td>Q3 - 2021</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Expand diversity and bias awareness training to include marginalized, underrepresented, and minoritized populations such as Low Income, Substance Use Disorders, Minority, and LGBTQ+ communities, as well as training to recognize systemic racism.</td>
<td>Attend Train the Trainer sessions, to develop internal skilled presenters on implicit bias awareness training to support county-wide efforts</td>
<td>Q1 - 2021</td>
</tr>
<tr>
<td>Transparency &amp; Accountability</td>
<td>TA-1.</td>
<td><strong>Launch a Personnel Complaint Review Panel</strong></td>
<td>Benchmark best practices of review panels across the country</td>
<td>Q4 - 2021</td>
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<tr>
<td></td>
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<td>Launch external advisory panel to review personnel complaints, investigations, and adjudications to ensure that best practices in personnel actions are being followed. Panel will include professionals with working knowledge of human resources, civil service, and labor relations.</td>
<td>Establish an Independent Review Panel for examining personnel complaints, arrest and encounter data Investigate inclusion of performance program disciplinary process with union</td>
<td>Q2 - 2022</td>
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<td>Q1 - 2024</td>
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<td>Category</td>
<td>Reform Item</td>
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<td>Reform Action</td>
<td>Suggested Timeline</td>
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<tr>
<td>Transparency &amp; Accountability</td>
<td>TA-2. Increase Transparency of Arrest Activities &amp; Calls for service</td>
<td>Ensure citizens have access to appropriate police data &amp; arrest activities via a monthly report placed on the village website and social media sites. Request for newspapers to list weekly calls for service activities.</td>
<td>Publish these monthly reports: a. Calls for service, cases and arrests, and use of force incidents b. Arrests by sex and race/ethnicity c. Community interactions (non-enforcement based)</td>
<td>Q2 - 2021</td>
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<td>Request local newspapers to report on police log activities</td>
<td>Q1 - 2021</td>
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<td>Record visible demographic data in the police blotter for each encounter with monthly independent review for patterns of bias</td>
<td>Q3 - 2022</td>
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<tr>
<td>Category</td>
<td>Reform Item</td>
<td>Description</td>
<td>Reform Action</td>
<td>Suggested Timeline</td>
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<tr>
<td>Transparency &amp; Accountability</td>
<td>TA-3. Reduce Personnel Complaints &amp; Adopt a standardized Reporting Method</td>
<td>Identify key behaviors &amp; causes that may drive citizens to complain about officers and incorporate these findings into trainings.</td>
<td>Have field training officers and Independent Review Panel examine complaints and meet quarterly to determine needed focus areas &amp; changes in trainings. Establish a standardized personnel complaint process</td>
<td>Q1 - 2023</td>
</tr>
<tr>
<td>Transparency &amp; Accountability</td>
<td>TA-4. Increase transparency of Use of Force Incidents &amp; Personnel Complaints</td>
<td>Ensure better and timely citizen access to use of force data and personnel complaint incidents and outcomes. Modify current police software systems to better collect and track this data.</td>
<td>Add annual report data fields in current system for: Use of Force (type &amp; frequency) Personnel Complaints and adjudications</td>
<td>Q1 - 2022</td>
</tr>
<tr>
<td>Category</td>
<td>Reform Item</td>
<td>Description</td>
<td>Reform Action</td>
<td>Suggested Timeline</td>
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<tr>
<td>Transparency &amp; Accountability</td>
<td>TA-5. Publish Job Descriptions</td>
<td>Make job descriptions more readily available to improve transparency.</td>
<td>Post job descriptions of Alfred personnel (officer, sergeant, investigator, and chief) and performance appraisal document on village website</td>
<td>Q4 - 2021</td>
</tr>
<tr>
<td>Community Relations</td>
<td>CR-1. Conduct Public Education on</td>
<td>Increase the transparency of policing methods and governance by educating the public on these practices.</td>
<td>Provide videos and brochures to share recommended actions for citizens when interacting with police Implement Citizen’s Police Academy Include in-person &amp; on-line versions Partner with Alfred State to add a Citizen’s Police Academy Chief to conduct media outreach</td>
<td>Q1 - 2022 Q1 - 2023 Q1 - 2021</td>
</tr>
<tr>
<td>Category</td>
<td>Reform Item</td>
<td>Description</td>
<td>Reform Action</td>
<td>Suggested Timeline</td>
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<tr>
<td>Community Relations</td>
<td>CR-2. Strengthen Customer Service Practices</td>
<td>Reinforce need for positive communications through better customer service &amp; professional development training.</td>
<td>Develop &amp; conduct Professional Development training on communications</td>
<td>Q1 - 2022</td>
</tr>
<tr>
<td>Community Relations</td>
<td>CR-3. Strengthen Community Safety Training Programs</td>
<td>Partner with volunteer instructors to provide key safety trainings that are provided to residents or community groups and improve offerings. These trainings help enhance their safety knowledge and support better relations.</td>
<td>Team with citizen instructors to conduct safety courses for members of the community. Promote joint safety presentations to community groups via social media web sites</td>
<td>Q3 - 2021</td>
</tr>
<tr>
<td>Community Relations</td>
<td>CR-4. Establish &amp; Promote Community Programs to Increase Law Enforcement Visibility in the Community</td>
<td>Develop and execute programs that bring law enforcement officers and citizens together in forums where they talk to one another, share thoughts, and promote interactions which support the building of positive relationships.</td>
<td>Reach out to Vice Presidents of Student Affairs at Alfred State and Alfred University semi-annually offering interaction with police through student programming</td>
<td>Q3 - 2021</td>
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<tr>
<td>Category</td>
<td>Reform Item</td>
<td>Description</td>
<td>Reform Action</td>
<td>Suggested Timeline</td>
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<tr>
<td>Operational Policies &amp; Procedures</td>
<td>OPR-1. Improve Selection Methods by Requiring Candidates to Meet Additional Standards</td>
<td>Require candidates to meet additional criteria to help ensure a higher quality pool of candidates for new full-time hires.</td>
<td>Enhance selection methods for new hires: Require a standardized comprehensive background investigation.</td>
<td>Q1 – 2022</td>
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<td></td>
<td>Require a thorough psychological evaluation for all new full-time hires.</td>
<td>Q1 - 2022</td>
</tr>
<tr>
<td>Operational Policies &amp; Procedures</td>
<td>OPR-2. Initiate Anonymous Quality Assurance Feedback Channels</td>
<td>Allow citizens &amp; officers to submit feedback via website and social media to reduce the incidence of unsatisfactory or unlawful behavior.</td>
<td>Establish a process for citizens and/or officers to leverage social media and the village website to anonymously notify police officials of unsatisfactory or unlawful behavior of personnel</td>
<td>Q3 – 2021</td>
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<td>Within the scope of the police union contract, have the</td>
<td>Q3 - 2021</td>
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### Operational Policies & Procedures (continued)

<table>
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<tr>
<th>Category</th>
<th>Reform Item</th>
<th>Description</th>
<th>Reform Action</th>
<th>Suggested Timeline</th>
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<tbody>
<tr>
<td>OPR-2. (continued)</td>
<td>Independent Review Panel that:</td>
<td>Receives complaints</td>
<td>Directs them to the appropriate party</td>
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<td>Mediates disputes</td>
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**Category**

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<thead>
<tr>
<th>OPR-3.</th>
<th>Improve Collaboration with Mental Health Agencies</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Partner with county medical providers for mental health transitional treatment and expanded use of tele-medicine providers in the mental health arena.</td>
</tr>
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<td>Explore sending officers to Crisis Intervention Training.</td>
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<td>Establish a program with area providers for mental health tele-medicine</td>
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<td></td>
<td>Collaborate with Allegany County Mental Health to conduct crisis intervention training</td>
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<td>Q1 - 2022</td>
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<td>Q4 - 2022</td>
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**Category**

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<tr>
<th>OPR-4.</th>
<th>Improve Awareness of Mental Health Challenges of Officers</th>
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<tbody>
<tr>
<td></td>
<td>Establish peer counseling program and create emotional survival for law enforcement program for deputies, officers, and families.</td>
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<tr>
<td></td>
<td>Investigate partnering with college Employee Assistance Programs to implement trainings.</td>
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<td>Train peer counselors</td>
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<td>Establish an annual family training session outlining how to recognize stress and teach effective strategies for managing stress</td>
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<td>Q1 - 2022</td>
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<td>Q1 - 2023</td>
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<td>Category</td>
<td>Reform Item</td>
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<tr>
<td>Training</td>
<td>T-1. Expand De-Escalation Training</td>
</tr>
<tr>
<td>Training</td>
<td>T-2. Expand Use of Force Training</td>
</tr>
</tbody>
</table>

- APPENDIX 1-1 SURVEY
- APPENDIX 1-2 DATA ANALYSIS & EXECUTIVE SUMMARY
- APPENDIX 2-1 USE OF FORCE POLICY
- APPENDIX 2-1 LIST OF ANNUAL, SEMI ANNUAL AND SPECIAL POLICE TRAININGS